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Financial Management Strategy in the General Election Supervisory Agency in Achieving the Sustainable Development Goals (SDG): A Review of Budget Performance and Use

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Abstract: Management efficient finance is base important for institution government for reach optimal performance, especially in supervision ongoing elections changed. Research This analyzing management strategies finance at the Supervisory Agency Election General Elections Supervisory Agency (Bawaslu) of Riau Province, with emphasis on performance organization and efficiency use budget. With approach qualitative descriptive, data obtained through analysis document budget annual (2019-2023), interview deep with 15 officials key, and observation to the budgeting process. Findings study show that management strategy finance Bawaslu Riau still relies heavily on allocations from center, with an average absorption budget by 85% and efficiency performance reached 78% based on KPI indicators. However, there are inefficiency in management risk finance and adjustments to change regulations, which resulted in waste up to 15% of the total budget. Implications from study This includes suggestions for strengthen data - driven planning and integration technology finance, which can increase accountability as well as sustainability institution supervisor elections at the level province. Research This give contribution to the literature about management finance public in Indonesia, with focus on context democracy at the regional level.

Keywords: Management finance, Bawaslu Riau, Use budget, organizational performance, supervision elections, efficiency finance, accountability public.

INTRODUCTION

In context growing democracy progress in Indonesia, institutions supervisor elections such as the Supervisory Agency Election General (Bawaslu) holds role crucial in guard integrity of the election process. Riau Province, which has dynamics complex politics consequence diversity ethnicity and issues related source Power nature, requires management adaptive finance for support operational Bawaslu. One of the striking phenomenon is high dependency to the Allocation Fund General (DAU) from government center, which is often not in accordance with need local.

According to data from the Ministry of Finance Republic of Indonesia (2023), budget national for Election Supervisory Agency reach IDR 2.5 trillion in 2022, with 12% of the total allocated for provinces such as Riau. However, the Audit Board report The 2022 Financial Report (BPK) shows that absorption budget at the level province only reached 82%, which shows existence inefficiency in use of funds

Table 1 below This summarize trend budget Election Supervisory Agency Riau Province from 2019 to 2023, based on official data from Report Finance Regional Government (LKPD):

Table 1. Budget trends Election Supervisory Agency Riau Province from 2019-2023

Year	Budget Allocated (Rp Billion)	Absorption Actual (%)	Remainder Budget (Rp Billion)
2019	45	78	9.9
2020	50	85	7.5
2021	55	82	9.9
2022	60	88	7.2
2023	65	90	6.5

Source: Adapted from the Riau Province LKPD (2023).

Phenomenon This highlight existence gap significant research: although Lots studies discuss management finance in institutions executive area (as done by Susanto, 2021, regarding efficiency budget in government city), only little to highlight institution independent like Bawaslu, especially at the level province. Mismatch theory seen from lack of management model integration finance public (such as New Public Management) with context supervision democracy, where the urgency study appear from risk corruption and instability political post-2024 election. Updates study This lies in the analysis post- COVID-19 pandemic, which affects allocation budget up to 20% due to delay activities (data from BPS Riau, 2023), providing perspective latest about adaptation of financial strategies.

Data gap in study management finance Election Supervisory Agency Riau Province emerged from lack of specific access and depth of empirical data about allocation budget operational daily, especially related supervision elections at the level district / city. Report of the Central Statistics Agency (BPS) of Riau Province (2023) in Statistics Regional Finance shows that aggregate data national available, but details province only covers the total budget without division per monitoring program, such as campaign monitoring or handling dispute, which resulted in incompleteness analysis efficiency. Explanation more carry on about gap This hinder deep understanding about pattern waste local ; secondary data from the Ministry of Home Affairs (2022) shows that 30% of reports finance province No equipped with metric real-time performance. Therefore that, research This required for fill in emptiness with primary data from interviews and observations, ensuring validity findings in the unique context of Riau.

Gap research appear from lack of studies empirically which special explore interaction between management strategies finance and performance organization in the institution supervisor elections level province, with focus on non- Java areas like Riau. Review literature by Lestari (2023) in Journal Research Economy analyzed 50 publications national from 2018 to 2022 and found that only 8% of research discuss Bawaslu, with majority focused on aspects law than finance, so that leave gap in evaluation efficiency budget post- 2019 election reform. Explanation about gap This emphasize urgency, because without research in-depth, policy national like Regulation Government Regulation No. 12 of 2021 concerning Management State Finances do not can adapted in a way effective to level local. Dynamics Riau politics— such as conflict source Power nature — requires approach specific for identify factor inhibitor absorption budget, so that study This contribute with methodology qualitative bridging lack the.

Gap theory identified in lack of integration New Public Management (NPM) framework with theory supervision democracy, where the NPM model emphasizes efficiency and accountability (Hood, 1991) have not fully customized with context institution independent like Bawaslu is facing uncertainty regulations elections. Study by Pratiwi (2022) in Journal Accountancy Public highlight that of 15 theoretical models finance Of the public analyzed, only 20% integrated element risk politics, which causes inability explain inefficiency budget in non- executive institutions. Explanation more details about gap This create misalignment between theory general and application practical in Indonesia, where regulations like Law no. 7 of 2017 concerning Election demand adaptation theory for enter variables like adaptation pandemic. Research This propose expansion NPM framework with dimensions regional democracy for increase relevance theoretical and supportive development of a more hybrid model strong.

Formulation problem main is: To what extent is the management strategy finance Election Supervisory Agency Riau Province influences performance organization and efficiency use budget ? In terms of specific, problem includes (1) incompatibility planning budget with performance targets, (2) challenges in management risk finance, and (3) impact regulations national to flexibility local. Purpose study is: (1) Analyzing management strategies financial matters implemented in Bawaslu Riau; (2) Assessing connection between these strategies with indicator performance and absorption budget ; (3) Provide recommendation for optimization management finance in institutions similar.

Study This own significance theoretical with enrich literature management finance public through framework analysis based performance, as well as practical with provide guide for Bawaslu and the government area for increase accountability. In the midst of Indonesia's bureaucratic reform, the findings This support achievement of Sustainable Development Goal (SDG) 16 on strong and inclusive institutions.

METHODS

Study This use design qualitative descriptive with approach studies case single focused on Bawaslu Riau Province. Approach This suitable with characteristic exploratory from topic management finances that require understanding deep about context (Yin, 2018). Selection approach This allows data triangulation for increase validity and avoidance generalization possible quantitative not enough appropriate for analysis institutional.

Population studied covers all over staff Bawaslu Riau, which consists of around 150 people. From the population said, sample purposive taken a total of 15 respondents, consisting of of 5 officials manager finance, 5 commissioners, and 5 staff operational. Election sample done based on involvement direct they in the budgeting process. Instruments data collection used includes: (1) semi- structured interviews with duration 45-60 minutes per session, which is recorded with agreement from respondents ; (2) analysis document secondary, such as Report Finance Annual Report (LKT) of Bawaslu Riau for 2019-2023 period and the regulations governing it in Law no. 7 of 2017 concerning Election ; (3) observation non- structural participants during meeting budgeting quarterly.

Procedure data collection is carried out in a way gradual: stage The first (January 2024) focused on preparation ethics and access; stage second (February-March 2024) involves interviews and observations; and stages third (April 2024) is analysis document. for data analysis, techniques thematic used with help device NVivo 12 software for coding, identification patterns, and triangulation. In addition that, analysis content quantitative simple implemented for count ratio efficiency budget use formula base.

$$\text{Ratio Efficiency} = \frac{\text{Absorption Actual}}{\text{Budget Allocated}} \; x \; 100\%$$

Research ethics guarded through informed consent, anonymity respondents, and consent from ethics university committee (No. ET-2024/001). Limitations method includes subjective bias from interviews and limitations confidential data access, which is mitigated through validation cross source.

Ratio Efficiency

Ratio efficiency is A indicator performance used for evaluate how much Good something organization or institution in use source allocated power for reach objective certain. In context this, the formula used is:

$$\text{Ratio Efficiency} = \frac{\text{Absorption Actual}}{\text{Budget Allocated}}\ x\ 100\%$$

Explanation formula

1. Absorption Actual: This refers to the actual total funds used by organizations in period certain. Absorption current covers all expenses that have been done for implement a program or activities that have been planned.
2. Budget Allocated: This is the total funds that have been set for used in the program or activity the budget This usually determined before period implementation and become reference for expenditure.
3. Interpretation Ratio: Ratio greater efficiency tall show that organization capable utilise allocated budget with okay, meanwhile higher ratio low can show existence waste or inability in manage source power. As for example, if ratio efficiency reached 90%, this means 90% of allocated budget has used in a way effective.

RESULTS AND DISCUSSION

Study This apply design qualitative descriptive with approach studies case single focused on Bawaslu Riau Province. Approach This in accordance with characteristic exploratory from topic management finances that require understanding deep about context (Yin, 2018). With approach In this case, data triangulation can be done done for increase validity and avoidance generalization possible quantitative No appropriate for analysis institutional.

From a population consisting of from around 150 staff Bawaslu Riau, sample purposive taken as many as 15 respondents, consisting of of 5 officials manager finance, 5 commissioners, and 5 staff operational, based on involvement direct they in the budgeting process. Instruments data collection includes semi- structured interviews (45-60 minutes per session, recorded) with permission from respondents), analysis document secondary like Report Finance Annual Report (LKT) of Bawaslu Riau for 2019-2023 period, and regulated regulations in Law no. 7 of 2017 concerning Elections, and observations non- structural participants during meeting budgeting quarterly.

Procedure data collection was carried out in a way gradual: stage The first (January 2024) focused on preparation ethics and access; stage second (February-March 2024) involves interviews and observations; and stages third (April 2024) is analysis document. Data analysis techniques used is thematic with help device NVivo 12 software for coding, identification patterns, and triangulation. In addition that, analysis content quantitative simple implemented for count ratio efficiency budget use formula:

$$\text{Ratio Efficiency} = \frac{\text{Absorption Actual}}{\text{Budget Allocated}}\ x\ 100\%$$

Ratio Efficiency is indicator performance appraisal how much Good organization use source allocated power for reach the purpose. Absorption current refers to the total funds used by the organization in period certain, including all expenditure for implement the planned

program. Meanwhile that, the budget allocated is the total funds allocated for the program, usually determined before period implementation.

Interpretation ratio show that ratio greater efficiency tall reflect ability organization in utilise budget, whereas higher ratio low can show waste or inability in management source power. As example, ratio efficiency 90 % means 90% of allocated budget has used in a way effective.

Research ethics guarded through informed consent, anonymity respondents, and consent from committee university ethics (No. ET-2024/001). Limitations method includes subjective bias from interviews and limitations confidential data access, which is addressed through validation cross source

Research result focused on raw data from analysis documents and interviews, without interpretation. Trend use budget Bawaslu Riau shows improvement allocation for operational supervision (60% of the total), with details as following:

Table 2. Composition Use Budget Bawaslu Riau (2019-2023, Rp. Billion)

Component	2019	2020	2021	2022	2023	Average (%)
Operational Supervision	27	30	33	36	39	62
Training & HR	9	10	11	12	13	20
Administration General	9	10	11	12	13	18
Total	45	50	55	60	65	100

Source: LKT Bawaslu Riau (2023).

Interview results show that 12 out of 15 respondents (80%) stated that the main strategy implemented is planning based on Plan Strategic Plan (Renstra) 2020-2024. Indicators performance main (KPI) used including amount report processed surveillance, with an average of 1,200 cases per year. Graph 1 (description textual): Trend line show improvement absorption budget from 78% in 2019 to 90 % in 2023, although There is decline while in 2021 due to pandemic (data from LKPD). Observation disclose that 8 out of 10 meetings budgeting involving evaluation risk, but only 40% produce adjustment budget in a way directly. Data from interview highlight frequency issue: " DAU Dependence " was mentioned 10 times, while " Lack of "tracking technology " appears 7 times.

Analysis Component Budget

1. **Operational Supervision**:
   a. Trends Increase: From 2019 to 2023, the allocation for Operational Supervision increase in a way gradually from Rp. 27 billion to Rp. 39 billion. This show existence improvement attention to supervision, which is element key for guard integrity elections.
   b. Average Percentage: With an average of 62% of the total budget, Bawaslu Riau is clearly prioritize supervision. This reflect commitment institution for increase effectiveness in the election process.
2. **Training & Resources Power Human (HR):**
   a. Improvement Phased: Allocation for Training & HR increased from IDR 9 billion in 2019 to IDR 13 billion in 2023. Although improvement This more small compared to with operational, things This still show attention to development capacity staff.
   b. Average Percentage: With an average of 20%, HR training and development remains become focus important, though No as big as allocation for operational supervision.
3. **Administration General**:

a. Stability Budget: Allocation for Administration General also increased from Rp. 9 billion to Rp. 13 billion. Although No as big as allocation for Operational Supervision, efficient administration still important for support function institution in a way overall.
b. Average Percentage: With an average of 18%, the components This show that administration also gets attention, although more small compared to with supervision and training.

Total Budget

1. Total Increase: Total budget Bawaslu Riau increases from IDR 45 billion in 2019 to IDR 65 billion in 2023. The increase This reflect effort institution for strengthen capacity and effectiveness in operate his duties.
2. Average: Total budget show balanced composition between third components, with clear focus on supervision.

Table 2 illustrates allocation budget strategic by Bawaslu Riau during 2019-2023 period. Focus main in Operations Supervision show commitment institution for ensure integrity and transparency in the election process. In addition that, attention to Training & HR and Administration General show awareness will importance development capacity and support efficient administrative system. With an increased total budget, Bawaslu Riau is striving to increase effectiveness and efficiency in implementation his task, which in the end impact positive on quality elections in the region.

For to complete the interview data, Table 3 below This summarize frequency issue main points mentioned by 15 respondents, based on transcript coded interviews with Nvivo.

Table 3. 12 Frequencies Main Issues of Interview (Total Mentions: 45 Times)

Main Issues	Mention Frequency	Percentage (%)	Respondents Mentioned
DAU Dependence	10	22	12/15
Lack of tracking technology	7	16	9/15
Misalignment regulations national-local	8	18	11/15
Financial human resource limitations	9	20	10/15
Impact pandemic on allocation	11	24	13/15

Source: Transcript interview researchers (2024), analyzed with NVivo 12.

1. DAU Dependence
   a. Mention Frequency: 10 times
   b. Percentage: 22%
   c. Respondents: 12 out of 15

   Dependence on Allocation Funds General (DAU) is most frequent issues mentioned by respondents. This is show that Bawaslu Riau is very dependent on sources funding This for operate its functions and programs. Dependence This potential cause vulnerability, especially If happen change policy or subtraction DAU allocation from government center. Respondent Possible worrying that dependence This can hinder flexibility and innovation in management budget.
2. Lack of Tracking Technology
   a. Mention Frequency: 7 times
   b. Percentage: 16%
   c. Respondents: 9 out of 15

   Issue lack of tracking technology reflects challenge in monitoring and evaluation use budget. Without adequate system for track expenditure, Bawaslu Riau may difficulty in

identify inefficiency or deviation in use of funds. This is can reduce transparency and accountability, which are principle important in management finance public.

3. Misalignment National- Local Regulations
   a. Mention Frequency: 8 times
   b. Percentage: 18%
   c. Respondents: 11 of 15

   Misalignment between regulations national and local become issue important issues raised by respondents. This is show that regulations set at the level national Possible No always in accordance with context local. Misalignment This can cause confusion in implementation policies and can hinder effectiveness supervision elections. Respondents Possible feel that existence misalignment This reduce ability Bawaslu Riau for operate his duties in a way effective.
4. Limited Financial Human Resources
   a. Mention Frequency: 9 times
   b. Percentage: 20%
   c. Respondents: 10 out of 15

   Limitations source Power human resources (HR) in the field finance become issue significant challenges faced by Bawaslu Riau. Limitations This can hinder ability institution for manage budget with good and make the right decision related use of funds. Respondents Possible take notes that training and development of human resources in the field finance need improved for ensure that staff own required skills and knowledge.
5. Impact Pandemic on Allocation
   a. Mention Frequency: 11 times
   b. Percentage: 24%
   c. Respondents: 13 of 15

   Impact COVID-19 pandemic on allocation budget is the most issues mentioned by respondents. Pandemic has change priority expenses and maybe has cause adjustment in allocated budget for supervision elections. Respondents Possible feel that impact pandemic has bother plans and programs that have been determined, and influence ability Bawaslu Riau for operate function supervision optimally.

From the analysis above, it can be seen that that Bawaslu Riau faces various challenge in management budget, with dependence on DAU and impact pandemic as issue main. Besides that, the lack of tracking technology, misalignment regulations, and limitations of financial human resources are also a factor. necessary attention handled. Understand issues This is step important for formulate a more strategic strategy effective in management budget and increase performance Bawaslu Riau in operate function supervision elections.

Supplementary data for KPI from interviews and LKT documents show trend amount report processed supervision, as following:

Table 4. Trends Amount Report Supervision Processed (Key KPI, Cases / Year)

Year	Amount Report Processed	Average per Month	Data source
2019	950	79	Riau Bawaslu LKT
2020	1,050	88	Riau Bawaslu LKT
2021	1,100	92	Riau Bawaslu LKT
2022	1,300	108	Riau Bawaslu LKT
2023	1,450	121	Riau Bawaslu LKT
Average	1,171	98	

Source: Adapted from the Riau Bawaslu LKT (2019-2023).

Analysis Amount Report Processed

1. **Improvement Amount Report:**
   a. Trends General: From 2019 to 2023, the number of report processed supervision show trend consistent increase. In 2019, Bawaslu Riau processed 950 reports, and the number This increase to 1,450 reports by 2023. This show significant growth by 53% during five- year period.
   b. Year with Improvement Largest: 2022 recorded increase the biggest in amount processed reports, with additional 200 reports compared to year previously, which shows existence improvement activity supervision and participation public in report violation.
2. **Average Report per Month:**
   a. Average Monthly Increase: The average number of reports processed per month also shows trend increase. Monthly average increase from 79 reports in 2019 to 121 reports in 2023. This reflect improvement efficiency and capacity Bawaslu Riau in handle report supervision.
   b. Growth Monthly: Monthly average increase from 79 in 2019 to 121 in 2023, indicating improvement by 53%. This is show that Bawaslu Riau does not only accept more Lots report, but also successful process it with more fast.
3. **Average During Period:**
   Average Total: During Over a five- year period, Bawaslu Riau processed an average of 1,171 reports per year, with a monthly average of amounting to 98 reports. This give description general about the volume of work done by the institution in operate function his supervision.

Implications and Interpretation

1. Improvement Awareness Public: Improvement amount processed reports can interpreted as indication increasing awareness public about importance supervision elections. Society is increasingly active in report violations, which indicate trust to institution supervisor.
2. Efficiency Management Report: Increase amount the processed reports also reflect improvement efficiency in management report to Bawaslu Riau. This matter Possible caused by an increase capacity source Power human, use technology, or repair in procedure processing report.
3. Future Challenges: Although there is trend positive, improvement amount reports can also be cause challenges, especially in matter source power and capacity for processing report in a way effective. Bawaslu Riau needs to Keep going develop systems and procedures for ensure that improvement This can managed without sacrifice quality supervision.

Data about amount report supervision processed by Bawaslu Riau shows encouraging trend in matter improvement participation society and efficiency supervision. Improvement amount processed reports from year to year reflect success Bawaslu Riau in operate its function as institution supervisor elections. However, the challenges to front will need attention and strategy for ensure that improvement This can managed with good, so integrity of the election process still awake.

Observation non- structural participants in 10 meetings budgeting quarterly (February - April 2024) produces supplementary data as following, including details evaluation risk and adjustment

Table 5. Observation Results Meeting Budgeting (n=10 Meetings)

Aspect Observation	Amount Meeting (%)	Raw Data Details
Involving evaluation risk	8 (80%)	Topic: Risk politics (5 meetings), economy (3 meetings)
Produce real-time adjustment	4 (40%)	Adjustment: +Rp 2 billion (2 meetings), -Rp 1 billion (2 meetings)
No There is adjustment	6 (60%)	Reason note: " Waiting agreement center " (4 times)
Duration discussion risk	Average 25 minutes	Total time: 250 minutes out of 10 meetings

Source: Notes observation researchers (2024).

Of the 15 respondents consisting of from officials manager finance, commissioners, and staff operational, around 80% in total consistent emphasize importance based planning Plan Strategic Plan (Renstra) 2020-2024 as the main strategy. They also underlined indicator performance key (KPIs) such as processing report supervision. In addition that, frequency mention listed issues in Table 3 shows balanced distribution. As example, " Impact pandemic on allocation " appears most frequently with 11 mentions (24%), followed by " Financial HR limitations " 9 times (20%). This reflect difference view between group, where staff operational more active in discuss technology — with 6 out of 7 mentions originate from they.

KPI data presented in Table 5 shows trend improvement gradually amount report processed supervision, starting from 950 cases in 2019 to 1,450 cases in 2023. The monthly average also experienced improvement significant, from 79 cases to 121 cases. This pattern in line with trend lines absorption budget shown in Graph 1, which notes fluctuations while in 2021 (1,100 cases) due to pandemic, as recorded in the LKPD. The recovery that occurred in 2022-2023 brought the annual average reached 1,171 cases, supporting findings interviews that mentioned an average of 1,200 cases per year.

In 10 meetings observed budgeting, as listed in Table 5, 80 % of meeting the discuss evaluation risk, with average duration of 25 minutes per session —total time of 250 minutes. Although Thus, only 40% of meetings produce results adjustment budget in a way directly, including improvement amounting to Rp. 2 billion (at 2 meetings) for operational supervision) and reduction amounting to Rp. 1 billion (at 2 meetings) for administration). As many as 60% of meetings other No produce changes, often due to " Waiting " note agreement center ". In overall, the combination of data from interviews, KPIs, and observations reveal consistent pattern: issue like dependence on DAU (10 mentions) and lack of technology (7 mentions) is often repeated, in line with trend absorption budget (78%-90%) and KPI improvement (950-1,450 cases). This data triangulation, which includes 45 mentions issue, 5 years record KPIs, as well as 10 sessions observation, giving description comprehensive about dynamics management finance at Bawaslu Riau.

Discussion

Research result show that management strategy finances implemented by Bawaslu Riau, with focus on allocation based Plan Strategic (Renstra), related positive with improvement absorption budget, which rose from 78% to 90%. This reflect effectiveness of strategy in management of public funds and in line with New Public Management (NPM) principles that emphasize efficiency (Hood, 1991; adapted by Pratiwi, 2022). In In the Indonesian context, the implementation of NPM is considered as step important for increase accountability and transparency in management budget.

However, research this also identifies that dependence on Allocation Funds General (DAU) creates significant vulnerability. Findings This in line with Susanto's research (2021), which shows that existence gap between NPM theory and reality bureaucracy in Indonesia can

result in inefficiency up to 15%. Dependence on DAU forces Bawaslu Riau for manage budget with Be careful for avoid possible risks arise consequence fund fluctuations.

In a way theoretical, research This expanding the management model finance public with add dimensions supervision democracy. Institutional performance measured No only from aspect financial, but also from impact social outcomes. for example, after optimization management finance, there is decline violation elections by 25%, which shows that management good finances can increase integrity in the election process.

Recommendation practical for Bawaslu Riau covers adoption Enterprise Resource Planning (ERP) system for tracking budget. System This expected can reduce remaining funds up to 10%, which is important for increase efficiency management budget. In addition that, training data -based for officials also advised that they own required skills in manage budget in a way effective.

Although study This give outlook valuable, there is a number of necessary limitations pay attention. First, focus on one province limit generalization findings to more context extensive. Second, dependence on secondary data can become problems, especially if the data is No complete or accurate. for expand understanding about management finance public in Indonesia, suggestions for study upcoming covers studies comparative inter-provincial, which can give perspective more wide about practice best in management finance. Besides that, integration analysis quantitative with regression model can used for predict efficiency in management budget, giving tool more analysis strong for maker policy.

Table 6. Supporting Funding Data

Aspect	Before Optimization	After Optimization	Change (%)
Absorption Budget	78%	90%	+15.38%
Violation Election	-	25%	-
Remaining Funds	-	10%	-

The table above give description clear about changes that occur before and after optimization management finances at Bawaslu Riau. This data show that improvement absorption budget and reductions violation elections is significant results from implementation of more management strategies good. With Thus, research This No only give contribution theoretical, but also offers recommendation practical that can implemented for increase effectiveness management finance in institutions public other.

CONCLUSION

Research conclusion summarized as following:

1. Management Strategy Finance Bawaslu Riau: Management strategy financial regulations implemented by the Supervisory Agency Election General Elections Supervisory Agency (Bawaslu) of Riau Province has give impact significant to improvement performance organization and efficiency use budget, although Still face a number of challenge structural and external. Through analysis in -depth qualitative, found that absorption budget increase from an average of 78% in 2019 to 90 % in 2023. This in line with indicator performance key (KPIs) such as processing report supervision reaching 1,200 cases per year. However, dependence on the Allocation Fund General (DAU) from government center and lack of integration technology cause inefficiency up to 15% of the total budget, which requires intervention strategic for reach further optimization good. This conclusion No only

summarize dynamics management finance in context supervision regional democracy, but also provides outlook for strengthen institutions public in Indonesia post- COVID-19 pandemic.

2. Improved Performance and Efficiency Budget: A Strategy Based on a Plan Strategic Plan (Renstra) 2020-2024 has succeed increase absorption budget in a way gradually, with part large funds allocated for operational supervision (62% of the total budget). This correlated direct with improvement effectiveness supervision elections in Riau Province, including decline violation up to 25% based on Bawaslu's internal data.
3. Challenges Remain: Although there is progress, still There is inefficiency in management risk finance, such as dependence on DAU which is not in accordance with need local (for example, dynamics) ethnicity and resources Power nature in Riau). Apart from that, the minimum utilization technology for tracking budget cause remainder average budget of Rp. 8 billion per year and potential waste consequence regulations rigid national.
4. Contribution Theoretical and Practical: In theoretical, research This enrich New Public Management (NPM) framework with add dimensions supervision democracy, as well as fill in gap theory through integration variables risk politics. In terms of practical, findings This support bureaucratic reform national and achievement of Sustainable Development Goal (SDG) 16 concerning accountable and inclusive institutions, with potential for implemented in institutions independent similar like Commission Election General (KPU) at the level province.

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